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engineering details. If the chief of this department approves the plan it is ferwarded to the production-planning department. The latter department coordinates the plan with the bookkeeping department and if the document is agreed upon it is directed to the chief engineer of the Glavk. The latter SECRET/SECURITY INFORMATION

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-2-

after his inspection of the document places it in the hands of the chief of the Glavk for final approval. This happens only after these eight preliminary signatures have been affixed to the document.

Such is the painful course of an estimate if it is less than 1,000,000 rubles. In the case of a construction object of more than 1,000,000 rubles, the estimate must be approved by the Minister of the Marchant Fleet. In such cases the plan must go from the chief of GlavMorStroy to the central offices of the Minister. In the ministerial effices the chief of the economic planning department, the chief accounts to the chief of the capital construction department must all approve the plan. Only after these added signatures does the minister examine the document with the view of possible approval. The above is a description of the minimum number of signatures, usually there are more necessary for a construction plan under GlavMorStroy. Marcover, it often happens that some departmental chief does not agree with something in the estimate which means that the document then returns to the starting point for revision and the journey of the estimate begins anew.

The government of the USSR severely purishes directors for mistakes in production activities and therefore each department head is extremely cautious about placing approval on any production plans. The directors are sharged with the following responsibilities:

- (d) Seeing to the correct execution of estimates and other production tasks who peripheral organizations.
- (e) Seeing that production work is done promptly and that it is of good quality.
- (f) Controlling the technical conditions and operation of equipment and machinery of construction activities.
- (g) Regulating the supply of equipment and machinery for construction organizations.
- (h) Deciding questions connected with the repair of equipment and machinery. This includes the drafting of technical decuments, planning and organizing the repair of equipment.
- (i) Organizing rationalization and inventiveness in field organizations and energy aging wider circles of workers to participate as much as possible in this movement.
- (j) Coordinating questions and introducing new techniques and technology in company with the Central Scientific Research Institute of the Marchant Fleet (Tanking) and the technical Soviet of the Ministry.
- (k) Developing technical rules and instructions for construction work.
- (1) Disseminating the experience and ideas of the leading people in construction among all of the Ministry's construction organizations.
- (m). Finding ways of substituting cheaper materials for these which are expensive and in short supply.
- (m) Directing the activities of the technical departments of the peripheral rganizations.

4

2. It should be pointed out that there is little practical aid rendered to GlavkerStroy by TanIIMF, As a rule, problems in the field of hydrotechnical construction, which are placed before the TanIIMF, are not solved. New scientific problems are worked out extremely slowly and practically no help is given on questions of rationalization and invention. As a result, in the majority of MMF construction projects, old, or as they are termed, "grandfather", methods of work are in effect. The workers of the TavIIMF are mainly occupied with abstract problems which have no practical significance at the present time.

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